



## **Revenue Maximization Strategy Service Integration Action Plan Recommendation Submittal Form**

Workgroup 6 is responsible for updating the New Directions Task Force (NDTF) on the progress of the workgroups and the overall implementation status of the Action Plan. In support of implementing the Action Plan, recommendations may need to be presented to NDTF to secure a commitment to move forward on either the substance and/or the progress of an action step. Recommendations are to be action-oriented and may be presented to adopt new policy, set strategic direction, substantially change the Action Plan, secure the allocation of additional resources to support implementation, and/or secure the commitment to implement new business processes within or among departments. This form should be used to present the context of the recommendation.

**Recommendations** SIAP Task # 5.1, 5.2, 5.4 NDTF Approval Needed: Yes

Request the Chief Administrative Office to:

- (1) Design a Revenue Function and Process for Child and Family Services that would assist in developing revenue strategies to enhance leveraging opportunities; coordinate leveraging activities between departments, agencies and commissions to support multi-agency funding for program service; and, provide technical advice on the Federal and State regulations and requirements.
- (2) Implement a Revenue Review Cycle that will precede and compliment the Budget process. The Review Cycle would include instructions and access to technical assistance.
- (3) Provide Revenue Maximization training to County fiscal and program managers on a range of topics covering different approaches, changes in legislation, policy and, State and Federal programs.

Request New Directions Task Force member departments/agencies to:

- (1) Commit to supporting integrated data collection efforts for the Children and Family Services Revenue Web page with data collection efforts for the Children and Family Services Budget.
- (2) Adopt the attached Guidelines and Principles for Interagency Funding.

### ***Purpose of the Recommendations***

(Include the rationale, what will be achieved, and benefits)

One advantage smaller counties have over Los Angeles County is their relatively easier ability to organize their Health and Human Services agencies under one "umbrella" agency. This not only promotes a higher degree of coordination among them but also

produces greater opportunities to maximize revenue. A single organization can provide the increased flexibility in budgeting staff appropriately to support the funding claim, coordinating the mechanics of intra-fund transfers, billing and documentation, smoothing over territorial concerns, and addressing a myriad of other issues that are common to revenue enhancement efforts. In counties as large as Los Angeles, bridging these areas is difficult and often results in bureaucratic red tape, confusing MOUs, uncertain outcomes, and fear of audit exceptions.

Although all departments and agencies desire to generate more revenue, there are varying degrees of awareness on how to go about doing this. The recommendation to establish a Revenue Function and Process for Los Angeles County, located within the Chief Administrative Office, is proposed to promote, coordinate, and resolve many of the issues surrounding revenue enhancement, particularly when it involves more than one department/agency.

There also has been a lack of emphasis in the County on teaching and making available the knowledge required to pursue new revenue strategies from a broad based perspective. For example, claiming Medi-Cal for mental health services is not limited to the Department of Mental Health staff and contract agencies, but may be justified for DCFS, Probation, Education, and DHS staff if they are providing a mental health service (as defined by Medi-Cal) as part of a Medi-Cal certified program that meets Medi-Cal requirements. The same may apply for Title IV-E and TANF. Yet many program and fiscal personnel throughout the County are unaware of the opportunities that may exist by partnering with another agency serving the same population. Nor are they necessarily familiar with how to expand the boundaries of existing funding streams with which they are familiar. One of the main purposes of a Revenue Function and Process would be to develop strategies that would not only promote revenue enhancement but also promote program integration and coordination where applicable.

It is also recommended that the County consider initiating a Revenue Cycle that compliments the Budget Cycle, but focus on revenue generation using the “best dollar” to provide services. Although examples of departments sharing access to funding used to serve common populations exist, there are no widespread or consistent endeavors to explore multiple interagency funding options or expand the boundaries of existing funding streams. A Revenue Cycle would pursue revenue maximization in an intelligent, rational, and supportive manner from a Countywide perspective that it is guided by a mutually accepted set of principles and guidelines. Training and sharing of information would be considered an integral part of the process.

The adoption of the Children’s Budget is a major step forward in providing budget and resource information about programs dedicated to children and families. An interactive Web page displaying which revenue streams are appropriate for different services, and detailed information about their sources and requirements, would make information available for those who seek to learn more about leveraging funds and accessing additional funding resources for their programs. Both the Children’s Budget and the interactive Web page share many of the same data elements; it is recommended that the data collection efforts be integrated into one process.

Lastly, Workgroup 5 prepared the “Guidelines and Principles for Interagency Funding” document that, if adopted, would promote win-win solutions and best practices for beginning the work of multi-agency revenue enhancement.

## **Linkages**

What is the linkage between the recommendation and the Service Integration Action Plan Performance Measures, the County's Strategic Plan, and other Workgroups?

### **Linkage to the County Strategic Plan**

*Organizational Goal 3 – Organizational Effectiveness: Ensure that service delivery systems are efficient, effective, and goal oriented.*

Strategy 3: Collaborate across functional and jurisdictional boundaries.

*Organizational Goal 5 – Children And Families' Well-Being: Improve the well-being of children and families in Los Angeles County as measured by the achievements in the five outcome areas adopted by the Board: good health; economic well-being; safety and survival; emotional and social well-being; and educational/workforce readiness.*

Strategy 1: Coordinate, collaborate, and integrate services for children and families across functional and jurisdictional boundaries.

Strategy 3: Engage individual departments in their planning efforts towards achieving the five outcomes for children and families.

### **Linkage to the SIAP Values and Goals**

- Families can easily access a broad range of services to address their needs, build on their strengths, and achieve their goals.
- The County service system is flexible, able to respond to service demands for both the Countywide population and specific population groups.
- In supporting families and communities, County agencies work seamlessly with public and private service providers, community-based organizations, and other community partners.
- County agencies and their partners work together seamlessly to demonstrate substantial progress towards making the system more strength-based, family-focused, culturally-competent, accessible, user-friendly, responsive, cohesive, efficient, professional, and accountable.
- County agencies and their partners pursue multi-disciplinary service delivery, a single service plan, staff development opportunities, infrastructure enhancements, customer service and satisfaction evaluation, and revenue maximization.

### **Linkage to the Service Integration Action Plan Performance Measures**

- Number and percent of County/contractor facilities where services from multiple agencies are offered.
- Number of multi-agency teams that share and integrate resources in delivery of multi-disciplinary services.

- Number of children and families who receive services from multiple programs and/or departments/agencies whose services are integrated and/or coordinated.
- Percent of County/contractor facilities where services from multi agencies are offered.

### **Linkage to other SIAP Workgroups**

#### **SIAP Workgroup 3: Multi-Agency Service Delivery**

Task: 3.2: Develop policies and procedures and a fiscal assessment for sharing existing resources across agencies/departments, including staffing, funding, facilities, translators, and other resources.

#### **SIAP Workgroup 4: Data/Information Sharing**

Task 4.1: Identify departments/agencies/community partners that should share data, the purpose for sharing data, and the ability to share data.

### ***Impact***

*What departments/agencies are impacted by the recommendations and what commitment is needed from each of them?*

Strategies to maximize Federal and State revenue on behalf of children and families and to fund services using the “best dollar” available to County departments, agencies and commissions could positively impact all departments, agencies and commissions providing services to children and families. Those benefiting include the following public agencies and their contracted partners:

- Department of Health Services
- Commission on Children and Families (Proposition 10)
- Department of Mental Health
- Department of Children and Family Services
- Community and Senior Services
- Department of Social Services

Departments need to commit to interagency collaboration and exploration of revenue enhancement strategies in accordance with “Guidelines and Principles for Interagency Funding.” They also need to support integrated data collection efforts for the Children’s Budget and the Children’s Revenue Web page.

Smaller departments and agencies and contract providers will also benefit as knowledge and access to funds becomes easier to obtain.

### ***Implementation Plan***

*What is the plan for implementing the recommendations and what is needed to support implementation of the recommendation?*

In order for the County to support and continue Revenue Maximization, Workgroup 5 recommends the following implementation plan:

- Establish a Revenue Function and Process within the CAO to develop and recommend revenue maximization and leveraging strategies from a Countywide perspective. The purpose of this dedicated function would be to coordinate and provide training to both fiscal and program managers throughout the County on the different revenue streams and their applicability to County administration and programs.
- Initiate a Revenue Cycle that compliments the Budget Cycle and focuses on revenue generation strategies.
- Integrate the data collection process for the Children's Budget and the Children's Revenue interactive Web page.
- Adopt the attached "Guidelines and Principles for Interagency Funding."
- Periodically contract with consultants who are recognized experts in revenue maximization and fiscal leveraging.

Approval Date:

Comments:

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